

the

VISION to make

LAKEJACKSON

an ideal community to live, work and play for all.

LAKEJACKSON **STRATEGIC PLAN 2013-14**

THE CITY OF LAKE JACKSON



has a six year history of conducting strategic planning workshops. The purpose of these sessions is to focus on the results of the previous year and prepare a new Plan for the upcoming fiscal year.

The workshops with City Council were conducted in two sessions. The first session was attended by the City Council, City Manager, City Attorney and Assistant City Manager. The second session included the City Council and key staff of the City. Between the two sessions, City staff met with the City Manager to discuss the results of the first Council work session and prepare for the second session with Council. Each session was guided by an outside facilitator.



There are five Vision Elements that make up the Strategic Plan. Each Vision Element contains a series of objectives set by the City Council. Each objective has a series of goals prepared by the City staff and approved by the City Council. The goals are action steps intended to move the City toward implementation and completion of the stated Council Objectives.

MISSION STATEMENT

It is the MISSION of the City of Lake Jackson to be a leader among cities and in the region at large in delivering outstanding quality services to all citizens through innovative and efficient use of resources.

VISION STATEMENT

Our Vision is to create an ideal community to live, work and play for all.

VISION ELEMENTS

- Enable Growth and Revitalization
- Enhance Communication & Technology
- Maintain Infrastructure
- Maintain a Well Managed City
- Enhance Quality of Life



STRATEGIC PLAN PROCESS & CALENDAR



Since 2006, the City Council has met, deliberated and established new priorities for the coming year. The establishment of new priorities sets the stage for budget formation beginning in April of each year.

The strategic planning process is used to develop, implement and monitor the actions necessary to achieve the results outlined in the City's Strategic Plan.

The following pages highlight the City's priorities and show how each of the goals align with Lake Jackson's vision for the future.



Back row: Sherri Russell, City Attorney; Council Members Jon "JB" Baker, Glenda V. Mendoza, Scott Schwertner and Will Brooks; Alice Rodgers, City Secretary

Front row: Heather Melass, Joe Rinehart, Mayor, Bill Yenne, City Manager

ENABLE GROWTH & REVITALIZATION

Promote quality growth following the established Master Plan.

VERY HIGH

FACILITATE DEVELOPMENT OF NEW HOUSING	Study alternate entrances into Alden development to spur development. – Admin
	Upgrade capacity of lift station 13 for development of Oyster Bend by September 30, 2014. – Public Works
	Provide for faster permit processing and increased number of inspections by funding and upgrading one Code Enforcement Officer position to Assistant Building Official. – Public Works
EXPAND CITY'S ECONOMIC DEVELOPMENT INITIATIVES	Provide \$300,000 to assist in construction of a SH 288 entrance into Brazosport Mall (ST-115). – Admin
	Study changes to funding restrictions of the Half-Cent Sales Tax fund and expansion of Economic Board duties.
	Create a new business guide that will compliment the Business Site Prospectus for businesses interested in expanding or relocating to our area.
IMPLEMENT DOWNTOWN REVITALIZATION	Oversee construction of South Parking Place (ST-086) – Engineering
	Oversee construction of This Way between SH288 and Circle Way – Engineering
UPDATE COMPREHENSIVE MASTER PLAN	Select planning firm and begin Comprehensive Master Plan process in the first quarter of 2014 (OT-002). – Admin

HIGH

STUDY AND ADDRESS REVITALIZATION OF PLANTATION DR	This item will be studied in conjunction with the Comprehensive Plan. – Admin
FACILITATE DEVELOPMENT PROPERTY SURROUNDING THE AIRPORT	Extend water utilities to the area around the airport by July 1, 2014. – Public Works
	Develop phase plan for wastewater utility extension to the area around the airport. – Public Works
FACILITATE REDEVELOPMENT OF DECLINING AREAS	This item will be studied in conjunction with the Comprehensive Plan. – Admin

ENABLE GROWTH & REVITALIZATION

Promote quality growth following the established Master Plan.

HIGH

REDUCE NUMBER
OF RESIDENTIAL
STRUCTURES
THAT DO MEET
MIN STANDARDS

Secure and inspect substandard structures as needed and if in imminent danger and take to Dangerous Structure Determination Board for abatement of the nuisance. – Code Enforcement

ENHANCE COMMUNICATION & TECHNOLOGY

Build relationships through communication, technology and training.

VERY HIGH

IMPROVE COMMUNICATION
EXTERNALLY & INTERNALLY
THROUGH BEST PRACTICES
AND ENHANCED
TECHNOLOGY

Implement Employee Intranet System in conjunction with new website. – Admin

Host semi-annual city-wide employee meetings to communicate City's Strategic Plan. – Admin

Continue to provide Downtown Construction Newsletters to merchants and utilize LJBIZ website for advertising City events occurring in the downtown area.

HIGH

ENHANCE VISIBILITY OF LAKE
JACKSON TO OTHERS

Enhance Lake Jackson's Brand Identity an SH 288 corridor utilizing KTB Governor's Achievement Award funds – Admin

MEDIUM

DEVELOP A CITIZEN
REQUEST/RESPONSE
SYSTEM

No goal established for this fiscal year.

IMPROVE INTERACTION
BETWEEN CITY COUNCIL &
BOARDS

Provide annual update of the Strategic Plan to Boards & Commissions. - Admin

MAINTAIN INFRASTRUCTURE

Maintain existing facilities and infrastructure at current high standards.

HIGH

CONTINUE TO UPGRADE
AND MAINTAIN
INFRASTRUCTURE,
FACILITIES & EQUIPMENT

Develop Annual Infrastructure Report for City maintained streets, sidewalks, signs, open drainage, fire hydrants, and major utility equipment including condition assessment and prioritization of maintenance projects and present to City Manager by February 28, 2014. – Public Works

Implement Year 1 of Sanitary and Storm Sewer Mapping and Assessment Program. – Public Works

Oversee construction of Magnolia from Acacia to SH 332. (ST-074 & ST-075) - Engineering

Replace Natatorium Ventilation Sock. (F-198) – Recreation

Replace Golf Course AC Units by July 2014. (F-200) – Finance

Replace Recreation Center Air Handlers & VAV Control. (F-205) – Recreation

Replace Museum Flat Roof. (F-221) – Engineering

Make Improvements to Animal Shelter. (F-225) – Streets

Coordinate overlay of Old Angleton Road with County. (ST-110) – Public Works

Oversee annual sidewalk repairs. (SW-002) - Engineering

Coordinate purchase of mobile storage units for Wilderness Golf Course. (F-229) - Finance

Remodel old court area for computer work/maintenance room and for secondary office space by January 2014. - Police

Continue sign retro-reflectivity program by replacing final 50% of all signs not meeting minimum standards by September 30, 2014. - Streets

Administer construction renewal of Anchusa ditch and slave ditch as approved in bond package. - Drainage

Complete conversion of all park restroom facilities to LED fixtures by fourth quarter. – Parks

Install Skylogix remote lighting controls into Girls Softball complex by September 1, 2014. – Parks

Initiate contract maintenance spraying of shy pond by October 15, 2013. – Parks

MAINTAIN A WELL MANAGED CITY

Promote a culture of innovation and service.

VERY HIGH

HIRE AND RETAIN QUALIFIED EMPLOYEES

Provide for succession of Building Official and facilitate a faster permit process and increase number of inspections by hiring and training an Assistant Building Inspector. - Inspections

Cross train employees to provide backup for health, code enforcement, plans review, apartment inspector and building inspections. - Inspections

HIGH

CONTINUE IN-HOUSE TRAINING OPPORTUNITIES FOR EMPLOYEES

Offer Parks and Recreation staff twelve supervisory training sessions and a twelve month customer service instructional series. - Recreation

USE NEW TECHNOLOGY TO IMPROVE AREAS OF OPERATIONS

Install 50 additional Firefly water meters to complete downtown, Brazos Mall and Abner Jackson area. - Utilities

Continue to convert old cases to new collection agency to improve case clearance. - Court

Establish a traffic enforcement analysis program to insure all standards are met or exceeded by March 2014. – Police

Improve inter-divisional communications and use outside sources (social media) to assist in solving burglary cases. - Police

MEDIUM

INCREASE THE USE OF GIS TECHNOLOGY

Due to fiscal limitation this item has been deferred until a later time.

ENHANCE QUALITY OF LIFE

Provide an excellent quality of life for all Lake Jackson citizens.

VERY HIGH

CONTINUE TO ENHANCE THE SAFETY OF OUR CITIZENS	Study and propose new street lighting standard for major arterials throughout city; i.e. Yaupon, Plantation, Oyster Creek Drive, etc. - Engineering
	Continue program to install 30 Stovetop FireStop extinguishing devices in homes of elderly and others with need in the community. - Fire
	Introduce "Take Heart Lake Jackson", a 10 minute CPR class teaching 500 citizens in the first year. – EMS
	Educate 3,000 citizens in "Fall Prevention". - EMS
	Continue to respond safely and within 5 minutes to emergency calls for service. - Police
	Review and adopt changes as needed in health ordinances, building codes and other ordinances that may need adjustments as state rules and regulations change. – Inspections

HIGH

ASSIST BISD IN ADDRESSING ISSUES FACING THE DISTRICT WITHIN THE COMMUNITY	Attend regular meetings with BISD staff to help explore areas of collaboration. - Admin
PROVIDE QUALITY PARKS AND RECREATION OPPORTUNITES	Install pedestrian and pet drink fountain near downtown section of trail by April 1, 2014. - Parks
	Continue process of obtaining accreditation from National Recreation and Parks Association (three year process). - Recreation

ENHANCE QUALITY OF LIFE

Provide an excellent quality of life for all Lake Jackson citizens.

HIGH

PROVIDE COMMUNITY WITH AFFORDABLE AND FAMILY ORIENTED ACTIVITIES	Host Festival of Lights, Senior Fest, Spring/Summer Concert series on the Plaza and Bridal Expo. – Civic Center
	Host Farmer’s Market/Starving Artists Show on South Parking Place Plaza by summer 2014. – Civic Center
	Enhance youth and adult programs through innovative programming such as Family Zumba, Piyo and Senior Aerobics. - Recreation
	Build on Paralympics sports program and seek recognition as Paralympics sports club. - Recreation
	Offer bi-annual membership specials to increase membership sales by 1%. - Recreation

MEDIUM

CONTINUALLY EVALUATE THE CITY’S PUBLIC TRANSPORTATION SYSTEM	Fund an additional year through the Capital Improvement Program and evaluate ridership trends. (OT-001) - Admin
PROMOTE AND SUPPORT CULTURAL OPPORTUNITIES IN THE CITY WITH LOCAL CIVIC GROUPS	No goals established for this fiscal year.

1st QUARTER UPDATE

October – December 2013

ENABLE GROWTH & REVITALIZATION

ENHANCE COMMUNICATION & TECHNOLOGY

MAINTAIN INFRASTRUCTURE

MAINTAIN A WELL MANAGED CITY

ENHANCE QUALITY OF LIFE

2nd QUARTER UPDATE

January – March 2014

ENABLE GROWTH & REVITALIZATION

ENHANCE COMMUNICATION & TECHNOLOGY

MAINTAIN INFRASTRUCTURE

MAINTAIN A WELL MANAGED CITY

ENHANCE QUALITY OF LIFE

3rd QUARTER UPDATE

April – June 2014

ENABLE GROWTH & REVITALIZATION

ENHANCE COMMUNICATION & TECHNOLOGY

MAINTAIN INFRASTRUCTURE

MAINTAIN A WELL MANAGED CITY

ENHANCE QUALITY OF LIFE

4th QUARTER UPDATE

July – September 2014

ENABLE GROWTH & REVITALIZATION

ENHANCE COMMUNICATION & TECHNOLOGY

MAINTAIN INFRASTRUCTURE

MAINTAIN A WELL MANAGED CITY

ENHANCE QUALITY OF LIFE

Lake Jackson SWOT ANALYSIS

Completed by City Council on January 23, 2013

STRENGTHS

- | | | |
|--|---|--|
| <ul style="list-style-type: none">• Beautiful city• Great quality of life• Forward thinking, CNG, investments• Small town values• Cultural opportunities• Opportunities to be healthy• People know each other• Good family recreation services• Low taxes/utility rates• Clean city• Brazosport ISD• Supportive Industry• Preservation of heritage | <ul style="list-style-type: none">• Industry base provides good jobs• Brazosport Community College• Individual town with its own personality• City services• Geographic location• Safe• Strong financial condition of City• Commitment to infrastructure & excellence• Excellent Council/Leadership• Excellent employees• Master planned community• Vibrant business community | <ul style="list-style-type: none">• Great place to raise a family• Trust and respect• Diverse and tenured staff• Council/manager form of government• Non-political council• Citizens are conservative, educated, active, dedicated, hardworking, moral and generous.• Eight months of pleasant weather• Size of city• A vision for the future• Economic potential |
|--|---|--|

WEAKNESS

- Keeping young people in Lake Jackson
- The city is land locked
- Housing is generally unavailable
- Lack of growth
- Lack of knowledge and understanding of issues and threats to BISD
- Economic development
- Technology
- Term limits

OPPORTUNITIES

Finding Ways to Assist BISD

- Create a partnership with the schools
- Become proactive in working with BISD to raise awareness in the community of the needs of the District and the impact of the District on the community.
- Provide legislative interaction as applicable to assist the school system
- Demand excellence

Economic Development

- Complete downtown revitalization project
- Brand & Beautify SH 332/ 288.
- Recruit businesses that meet citizen's needs.
- Assist Alden Development
- Revitalize Downtown Government Areas
- Identify opportunities for mixed use zoning
- Develop dialogue with businesses through LJBA
- Assist redevelopment of Plantation corridor
- Improve use of Economic Development Alliance, industry and other interested parties in economic development efforts.

Technology

- Enhance the use of social networking
- Provide continued support for website, Facebook page and Twitter.
- Expand email options to the public
- Identify and expand on Wi-Fi areas particularly in the downtown area and parks.
- Market the city through its digital data systems and technology capabilities.

THREATS

- Lack of funding for projects and needs
- Government regulations and compliance issues and costs.
- Lack of dialogue with other interested parties
- Not open to new ideas from others
- Lack of resources, both financial and human capital.
- Lack of courage to make the tough decisions
- Anti-tax/anti-government environment
- Lack of concern and lack of understanding by the community as a whole to the issues facing BISD and the effect that has on the overall economy and well-being and future of the city.

Our Vision is to create an ideal community to live, work and play for all.

We accomplish this by –

- ...Promoting quality growth following the City's established Master Plan;
- ...Building relationships through communication, technology and training;
- ...Maintaining existing facilities and infrastructure at current high standards;
- ...Promoting a culture of innovation and service; and
- ...Providing an excellent quality of life for all Lake Jackson citizens.